- 6 Most workers stay where there are facilities for education, recreation, transportation and church attendance.
- 7 Farmers who succeeded in keeping their help devoted time to training unskilled or semi-skilled workers.
- 8 Concerted effort is needed to recognize the increased standing of year-round farm workers. Today, they are more than "hands". The year-round worker today, to be valuable to his employer, must be:
 - a. Intelligent
 - b. Mechanically minded
 - c. Adaptable to farm life and operations
 - d. Of decent habits



Such men, and their families, are worthy of community respect and employers should recognize that position.

Under these kinds of conditions, you are far more apt to attract good workers and keep them.

If you have been having difficulties in finding year-round workers, perhaps there are sources of workers you have not considered. YOUR

STATE EMPLOYMENT SERVICE

will help you

Some of the sources it feels can provide workers are:

Present industrial workers with agricultural experience.

Qualified workers not now in the labor force.

Returning veterans.

Capable youths.

Adults with non-farm backgrounds, but who are willing to take farm training.

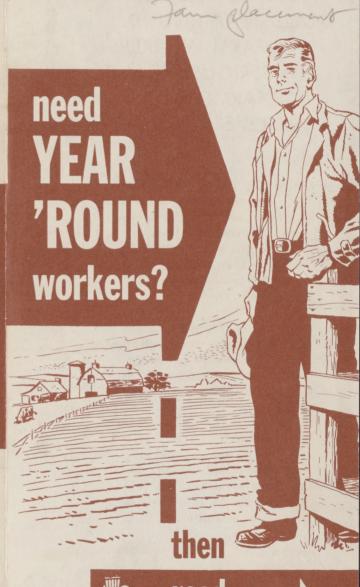
YOU may not be able to reach these sources, but your State Employment Service is set up so it can help you. It operates a Farm Placement Service. It is in touch with other State Employment offices.



UNITED STATES DEPARTMENT OF LABOR
United States Employment Service
and Affiliated State Agencies
Farm Placement Service

U. S. GOVERNMENT PRINTING OFFICE: 1953 O - 251979

Mr. FARMER







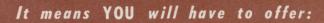
GETTING AND KEEPING GOOD YEAR 'ROUND FARM WORKERS IS A SERIOUS PROBLEM FOR FARMERS ALL OVER THE COUNTRY

TRAINED FARM WORKERS have left agriculture in great numbers for other employment. There has been too little replacement. Perhaps there has been too little effort co induce those who have left to return.

Consequently, solving the problem means serious effort to induce men to enter agriculture on a permanent basis . . . particularly those with families.

THE BASIC FACT is that if YOU are going to get and keep good year-round workers you will have to make these jobs just as attractive to workers as jobs in towns and cities.





Good working conditions Adequate housing **Equal wages** A place in the community

YOU will have to compete with those who offer other kinds of work that seem more attractive to the people who otherwise would be working for YOU



PERHAPS YOU COULD USE SOME OF THESE METHODS:

- They recognized that they were in stiff competition for workers with industrial employers
- Some farmers succeeded in holding year-round workers by giving them a flat year-end bonus, or by establishing a profit sharing plan.
- They allowed fuel, milk, meat, a vegetable garden and similar things as a part of wages.
- They provided good housing for workers.
- They found it helped greatly to emphasize the advantages of country life for wives and children. They "sold" wives on the idea of good country life . . . and found it worked. Often the wife of a worker is the key to his staying on the farm. Remember the slogan—"Never under-estimate the power of a woman" . . . it's a fact!







"GOOD HOUSING"

"In most all cases, it workers come into a clean place they will leave a place clean. A little consideration by the farmer is usually paid back a hundred-fold by the workers. I've never had workers come to my place who weren't willing and anxious to stay and do my farm work the way I want it done."

"FIVE RULES FOR EMPLOYER-EMPLOYEE RELATIONS"

- "1. Fields should be measured correctly.

 (Agreements concerning wages for piece-rate production should be based on accurate measurements and should be clearly understood.)
- "2. Workers should be paid promptly when job is completed.
- "3. Workers should be taken to town for provisions and other necessities.
- "4. Workers should be taught how to do the job correctly from the outset. Farmers should not wait until the job is done before showing workers the correct way. (Friendly follow-up supervision will keep things running smoothly.)
- "5. Farmers should have patience with workers and should consider the workers' problems as well as their own; in short, consider each worker as a human being and a friend rather than merely as a transient laborer."

"Recognizing some of these fundamental practices will bring the workers back season after season, year after year, and will pay big dividends to the grower."

"KEEPING YOUR HELP"

"A survey of farmers and workers alike showed that both groups rated three things as essential:

- "1. Reasonable and regular hours.
- "2. Good food and living quarters.
- "3. Good wages.

Planning Work

"Under the subject of improved employeremployee relations in agriculture, it is of interest to us that the old method of 'hit-or-miss' employment relations is fast passing out af the picture. Farmers and crew leaders are now getting together prior to the time of harvest to work out agreements as to work schedules, rate of pay, working conditions, type of housing, and kind of camp equipment furnished by the grower. On-the-job training programs for workers are being sponsored by many growers. This is particularly true in the fruit-growing sections of our state."

"EMPLOYER-EMPLOYEE RELATIONS CHECKLIST"

"Choose supervisors carefully, pay them a good wage, and make them responsible members of the team. Train them to be fair, to treat each worker as a friend, and to avoid the 'boss' complex.

"Make instructions to workers clear and distinct. Demonstrate . . . be patient, kindly, but firm.

"Simplify instructions to workers. Don't leave too much to judgment or imagination.

"Settle grievances as quickly, as privately, and as fairly as possible.

"Treat each worker as a fellow human being.

"Keep your own spark of enthusiasm going. Remember that you can set the tone of the whole performance. Make everyone feel that he belongs."



Farm Placement Service United States Employment Service and Affiliated State Agencies

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If . . . you ha√e a "help" problem

If . . . your help has seemed dissatisfied

If . . . you have had trouble finding good help, or

If . . . you are planning to hire workers

Take a look at the other side of the story . . . the farm worker's side . . .

What are you offering

All of us like to think that we are good bosses. But, from time to time, there are certain questions an alert employer should ask himself if he wants to keep up with what is happening in the farm labor market.

The biggest of these questions is this one:

If you were a farm worker, would you want the job you're offering? Would you take it, if it were offered to you?

Think it over. Suppose that you were the employee-to-be and not the employer. Suppose that you were looking for work, and that you had a family to bring up. Suppose you really were in the other fellow's shoes.

Policy that worked

One midwestern farmer who'd been having some difficulties with his workers devised a successful policy for himself. Here is the basic idea that he adopted in dealing with his workers:

"You should share the rough jobs with your help. Don't shove a job on a man if you wouldn't do it yourself." At the same time, "share the interesting parts of your work with your worker."

- a big word

Naturally, you have to work out your own solution . . . to satisfy you, and meet your particular problem. But whatever it may be . . . set yourself a standard. And remember, above all else, one word stands out as being of supreme importance in the working relationship. That word is:

CONSIDERATION

Keep up with the times

Times have changed. Today's successful employer must keep up with current trends. He must realize, particularly if he is looking for agricultural workers, that he is facing a diminishing market. Farm population is continuing to decline. Agricultural workers are still scarce. It is obvious that the best workers are going to go after the best jobs.

So, in planning your own "help program" remember that to get and hold qualified workers you must offer

- FAIR WAGES
- GOOD HOUSING
- GOOD EQUIPMENT

Those are the basics. Other attractions—important in getting workers—are profit-sharing plans, year-end bonuses, fuel, milk, meat, a vegetable garden, and facilities for health, education, recreation, transportation, and church attendance.

The more consideration you show—the better help you're going to get and retain. Remember—labor turnover is very costly.

a personal problem

Dealing with your employees is a personal problem. It's something into which the human equation enters strongly. No matter how much you offer your help in the way of physical and mechanical things, the final touch is going to be your own . . . human consideration of your worker as a fellow man.

This is up to you.

How do you do all of these things? Successful farmers have much experience in this field. Considerable study has been devoted to the problem. Here are some actual reports on the subject—maybe they will help you.

Here is what farmers say:

"HUMAN RELATIONS"

"Much of a farmer's job if he employs people is in...... human relations——labor management. He must find his workers, hire them, hold them after he gets them, and keep them producing when they are on the job. These are the responsibilities of those who have workers in their employ."

"TELL EMPLOYEES OF CHANGES"

"Always tell employees in advance of changes that may affect them; an important rule not to be overlooked."

"TELL WORKER THE VALUE OF HIS JOB"

"Impress each worker with the importance of his job, and that he is a vital part in the proper functioning of the entire farm operation.

"An employee whose work is unnoticed comes to feel that his job is unimportant, and quickly his efficiency drops. If it is unimportant to the boss, it is certainly unimportant to the worker."

"GIVE PRAISE WHEN DUE"

"Don't be afraid to give praise. You pay cash wages in weekly or monthly checks. You pay mental wages by expressing appreciation for a job well done. Mental wages pay dividends . . . One needs a word of encouragement now and then, just as one needs food . . .

"When possible, praise in the presence of others. This impresses the employee receiving the praise with your sincerity and encourages others to merit your approval.

"CORRECT MISTAKES EARLY"

"The boss who is an 'easy mark' is neither respected nor does he get the maximum production from his men. Nothing is more unfair to your workers, especially if they are young, than to allow them to continue to make mistakes."